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Project Title: Telephone Transfer Reduction

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Submission Date

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AUG 18 2004

STATE DOCUMENTS

Goal

Within six months, the Authority will reduce the number of telephone transfers to an average of one required to route an incoming caller from the Authority's main telephone number to the appropriate source of information for the agency's housing programs. This might be accomplished by proactive questioning by the initial operator and the availability of a comprehensive information database so that many telephone calls could be handled without a transfer. Limiting transfers and providing appropriate housing information will increase customer satisfaction, a positive agency image, and reduce operating costs.

Opportunity Statement

The South Carolina State Housing Finance and Development Authority has operated for more than twenty-five years in relative obscurity. Authority programs have touched thousands of lives, loaned more than a billion dollars, and disbursed millions in assistance; yet, most South Carolinians don't know or understand the agency or its programs. The name implies a role in, or control over, all aspects of housing throughout the state. The reality of the Authority is quite different.

The Authority is a unique agency of state government – operating more like a Bank with some programs, and a social service agency with others. The agency administers Federal programs such as Section 8 Rental Assistance and HOME from the Department of Housing and Urban Development, and the Housing Credit Program from the Internal Revenue Service. The Authority also operates other programs; among them, several Homeownership programs, the

Housing Action Program, the Multi-Family Tax-Exempt Bond Finance Program, and South Carolina's Housing Trust Fund. Very often these programs are linked and leveraged in various ways to fulfill the Authority's mission. With the exception of Section 8, which serves twenty-six counties, and one homeownership program targeted to 29 rural counties, these programs operate statewide.

Public awareness and understanding of the Authority's housing programs can be further complicated by the fact that funds can pass through other agencies, lending institutions, and municipalities, not to mention the forty other (local) Housing Authorities in the state. The average citizen has little hope of finding the appropriate contact. The poor face an even more daunting challenge. This presents an opportunity.

A program-wide, statewide information clearinghouse on housing programs would improve access to housing resources and customer service for the Authority's customers. Many people try to use the Authority's main telephone number, 734-2000, as a clearinghouse now. Currently, calls to this number are routed throughout the agency in an attempt to handle questions. Every transfer takes time, increases the chances of lost calls and errors, causes customer and employee frustration, and costs money. Handling these calls at the initial contact point, or with a minimal number of transfers, would alleviate these problems.

The public would receive accurate, appropriate, and timely housing information. The Authority would also decrease the time, money and frustration caused by misrouted calls and increase customer service. This is part of the Authority's mission. Information is power; and, providing accurate and timely information on the Authority's programs will effectively empower the citizens of South Carolina as well as our agency's staff members.

Cause Analysis

With a stated *customer focus* in the Authority's Strategic Plan (*Appendix*), it is incumbent on staff members to provide the best customer service possible. Employees are encouraged to know and understand our customers and their needs and to constantly improve our ability to serve them. The Authority has only one statewide location and due to the nature of the housing services we provide, telephone contact is usually the first contact our agency has with most customers. In many cases, it is the *only* contact we have.

The Authority has one full-time receptionist who answers the agency's main telephone number. The receptionist is officed in the agency's main foyer and is the first contact for walk-in customers, as well. Additionally, the receptionist coordinates the agency's fleet of 19 State-owned vehicles—including scheduling and maintenance.

A temporary employee has a desk in the same entry/reception area. This employee serves as back-up receptionist, mail clerk, and agency courier. Mail distribution and collection/posting for outside delivery takes place on another floor of the agency and takes approximately one hour each day. Incoming mail is picked up at the post office each morning and outgoing mail taken to post office at the end of the day, meaning the temporary does not arrive at our office until around 9:00 a.m. and must leave by 4:30 p.m. each day—another hour away from the office. The courier trip occurs daily and takes approximately one and one-half hours. Mail and courier duties now routinely mean at least 3 ½ hours away from the reception area and/or out of the office. Additional courier trips are sometimes necessary.

This leaves little time for the temporary employee to serve as “back-up receptionist,” so a pool of clerical staff members from each program area are assigned to relieve (on a weekly rotation) the main receptionist during her lunch hour and two 15-minute breaks each day. These positions are State Pay Band 3 and 4 administrative staff who are taken away from their full-time jobs. Because these are generally entry level employees, staff turnover occurs frequently as they move up and on. Also, training for the reception desk is minimal due to the fact that relief staff have other jobs and can’t devote additional time to training. It is performed “on the job” out of necessity.

The main Authority telephone number (803-734-2000) is answered between 8:30 a.m. and 5:00 p.m. daily. The two primary receptionists were asked to record the activity on this line. Based on the assumption that many of the calls were being transferred, the primary telephone contact (key operator) in each program area was also asked to record activity. Telephone logs (tic sheets) were designed to record the number and type of calls received as well as tracking the number of transfers. Recording began on November 2nd and continued through November 25th. The tic sheets, sample attached (*Appendix*), were analyzed after the first week and revised to increase data consistency. The first week of data was not used in the analysis. The remaining three weeks (12 working days), which included a monthly mortgage payment due date when phone as well as visitor activity is high, was considered sufficient to establish basic telephone activity statistics.

During the 12-day data collection period, 1,285 calls, approximately one every five minutes, were recorded on the tic sheets. The receptionist was able to provide the requested information to 186 or 14.5% of the callers. The other

1,099, or 85.5%, were transferred to another telephone number at the Authority. Four program areas—Rental Assistance, Mortgage Servicing, Loan Purchase, and Tax Credit and Compliance Monitoring—accounted for 84% of all calls transferred (*Appendix*). During this same time the receptionist greeted, called the Division to announce, and directed 398 visitors to the Authority.

During this data collection period, the key operators in each program area tracked telephone activity. Calls were recorded as being from either outside the Authority or transferred from within. This distinction was based on our telephone ring pattern. A single ring designates the call as being a transfer. While inexact, we believe that, based on key operator interviews, a majority of the single ring calls within the State telephone system were actually transferred from within the Authority. Activity in four program areas, cited above as receiving the most calls, was analyzed. Of the calls transferred to these programs' key operators, 46% needed to be further transferred. The key operators also reported transferring 55% of the calls received from outside the agency.

On average, a caller to the Authority's main number would be transferred once 85% of the time and twice (or more) 38% of the time. Callers to other telephone numbers posted in the Bell South and State Government directories (*Appendix*) fared significantly better, being transferred only 55% of the time. It's important to note that callers to Division telephone numbers were helped without any transfer about 50% of the time as opposed to the 15% for callers to the main number. This data suggests that the more knowledgeable employees were three times as likely to handle a customer call without an additional transfer.

Implementation Plan

Data indicates that telephone calls made to the agency are being transferred (85%); many of them (38%), more than one time. Personal interviews with and observations of the receptionist, back-up receptionist, and 4 key operators (from the program areas fielding the most calls) support this finding.

The Ishikawa fishbone diagram (*Appendix*) indicates four major issues that must be addressed in order to reduce the number of telephone transfers:

1. The main reception area is under-manned.
2. The receptionist position (including back-up and relief personnel) does not have enough information available on agency programs and divisions, as well as other housing resources in the state.
3. Appropriate training and education.
4. The agency's official documents, as well as Bell South and State Government telephone book listings, are unclear and/or misleading.

The data indicates that operators within a program area are three times more likely to handle callers without a transfer. They handle fewer calls, as well. These results suggest that the quantity of calls handled has an effect on the need to transfer, as well as the amount of time spent on a call. Answering over 100 calls and greeting more than 30 visitors naturally limits the time available for the main receptionist to deal with questions. The back-up receptionist should have duties that allow this employee to remain at the front desk throughout the day. The back-up receptionist could then assist the main receptionist with answering the telephone and handling walk-in traffic. This move would effectively double

the time allotted for answering questions and solving problems without transferring calls. Other “desk bound” duties – such as state car coordination, and sorting the in-coming agency mail, and stuffing/ labeling envelopes, could be done during slack times. This desk-bound work would help other divisions during major projects and peak activities.

Current tasks that take a receptionist away from the front desk, such as courier duties and mail posting, should be assigned elsewhere. Scheduling of state cars will remain at the front desk. Both receptionists will be assigned to the Director of Finance and Administration. The Director of Finance and Administration would also coordinate their work for other departments.

Our data also shows that the program areas in the Rental Assistance and Homeownership Divisions received the most telephone calls. The data from these areas also indicates that these key operators are three times as likely to handle a customer call without a transfer. Therefore, these divisions are the logical choice to provide receptionist relief. Rental Assistance and Homeownership will provide two operators each for a total of four relief receptionists.

Additionally, our interviews and observations lead us to conclude that the primary reason area receptionists are three time more successful in handling callers is because they have access to information. Better access to information will allow the initial operator to handle more telephone calls without the need to transfer. The agency’s current internal telephone guide (appendix) must be enhanced to include more in-depth division, program, and personnel information. This will partially fill the information void. Additionally, an Automated Information Database (*Appendix*) should be developed and implemented before the end of the fiscal year. The database will place “real time” information at the

operator's disposal. Together, the telephone resource guide and an information database will allow for better, more accurate and complete, as well as timely customer service.

Information, while key, must be properly used. Training, as referenced earlier, is critical. Receptionist training has been inconsistent and left up to the individuals involved, usually during peak times when activity is chaotic. Receptionist training must be offered and conducted in a more formal manner and include not only customer service techniques, suggested questioning techniques, and agency program information, but also technical skills training on the operation of the automated information database. The areas of Human Resources, Public Information and Quality Initiatives, and Information Technology are within the span of influence of the agency's Director of Finance and Administration. The appropriate training could be designed and implemented by mid-July, with the three departments working together.

Even though a majority of phone calls will be handled at the main desk, every employee with a telephone needs to know general information about our agency in order to handle calls appropriately. The agency should have a formal orientation program (introduction to the agency and its programs) for all new personnel. Agency orientations would be scheduled twice a year.

The agency must make a concerted effort to funnel telephone calls to appropriate call centers. Personnel at these telephone numbers would receive additional training. Official documents should have telephone numbers reflecting those centers. Finally, the agency's listing in the Bell South and State Government phone books must include more descriptive and user-friendly-division/program information. This will aid customers before they place a call to our agency.

The following implementation plan is proposed:

March 1	Re-designed internal telephone/resource guide is distributed.
April – June	Automated Information Database is designed.
July 1	Formal skills training program in Automated Information Database use is implemented. (The Database design will be reviewed annually and training conducted accordingly.)
July 1	Back-up receptionist duties are re-focused.
July 1	Four relief operators are named from Rental Assistance and Homeownership divisions.
July 1	New relief rotation begins.
July 1	New employee agency orientation session is held.
July & January, annually	Internal Telephone Book/Resource Guide is updated as necessary.
Summer (updated annually)	Formal training program in customer service is implemented.
Summer	New employee agency orientation.
August 1 (updated annually)	Bell South and State telephone book listings revised.
By October 30	Telephone activity is monitored again through the use of interviews, observations, tic sheet recording, and surveys. This will be an annual project of the agency's Quality Initiatives program.
January, annually	Additional refinements are made as necessary.

As indicated above, additional measurement is built in to this project on an ongoing basis. The month of October was chosen for data collection and measurement because October is Quality Month. Management and staff should readily accept the concept of continued measurement in this customer service project because it complements our agency's Total Quality program. A

commitment to continuous improvement is also published in our agency's Strategic Plan. (*Appendix*)

Anticipating the obstacles inherent to the acceptance and standardization of any new proposal is critical to the proposal's success. We anticipate resistance to several components of this project: four relief operators selected from two program areas; shifting duties currently assigned to the receptionist; and, the reassignment of both receptionists to another division.

The *relief operator* concept has always been a "difficult sell" at the agency because most divisions don't consider it *their* responsibility. The staff members who draw this duty resent it because it takes them away from their regular jobs. This project proposes to add relief operator responsibilities as "extra duties" to their current EPMS. These relief receptionists would receive more formal training, as stated above, and be rewarded for their efforts with "extra duty" pay.

Duties that take either receptionist away from the desk must be reassigned: courier runs, mail posting, and mail pick-up and delivery from/to Post Office. In fact, these duties were performed elsewhere in the past and could be again with minimal cost or training. Further, other "trade-offs" to this particular obstacle make our proposed solution more appealing. Division and program employees will appreciate being able to route such desk-bound tasks as: folding correspondence and stuffing envelopes for major and even routine mailings; alphabetizing applications (for program assistance); and, opening, date-stamping, and sorting in-coming mail, to one of the receptionists.

Reassigning both receptionists to the another division will appear as a cost to both the former and future supervising division. However, this move is consistent with the agency's initiative to combine all administrative functions

under the direction of the Division of Finance and Administration. This move will unify our agency's service and administrative functions.

No change of this magnitude is without cost. Revisions to the telephone listings, agency resource guide, program brochures and fact sheets, and other official documents will be made as these documents need to be reprinted anyway, so no additional cost is anticipated. The proposed Automated Information Database would be incorporated into the agency's existing *Intranet*. This would eliminate all hardware/software costs, leaving only the cost of gathering and inputting the information. Formalized training could constitute a significant cost to the agency; however, the Authority has a stated commitment to training, including an individual training plan for all employees. On-going professional and personal development is encouraged and considered an investment in the agency. "Extra-duty" pay is an incentive we propose which carries an immediately measurable price tag. However, if this limits turnover and job dissatisfaction in agency relief operators, the price (from 2 – 10% for four Band 3 and 4 staff members) can be easily justified.

Once again, costs are off-set by savings. The benefits to our agency will be: fewer misrouted telephone calls, improved customer service, increased staff productivity, and greater customer satisfaction. As our Strategic Plan states, "We continually seek ways to improve our service."

Appendix

CPM Project

Alice Brooks

Paul Linhardt

February 23, 1999

11-18-98

[illegible]

hang up² - IIII
Comments/Problems/Ideas
checked voice mail - IIII

Main agency telephone answering data

Total for 12 days	All	RA	MS	MP	Home	TC	CM	Purch	HR	Exec	ITC	PI	Fin
Answered w/General Info	54	9	6	1	0	1	0	0	0	4	1	32	0
Answered w/Program Info	16	5	3	2	0	0	0	0	1	2	0	3	0
Answered w/Telephone #	116	14	2	2	1	3	0	0	0	0	1	92	1
	186	28	11	5	1	4	0	0	1	6	2	127	1
	14.47%	15.05%	5.91%	2.69%	0.54%	2.15%	0.00%	0.00%	0.54%	3.23%	1.08%	68.28%	0.54%
Transfer to employee	663	322	88	24	44	93	15	25	6	32	4	0	10
Transfer for Program Info	427	200	106	56	11	24	0	0	15	5	1	4	5
Transfer Unknown	9	6	0	0	0	0	0	0	0	0	0	3	0
	1099	528	194	80	55	117	15	25	21	37	5	7	15
	85.53%	48.04%	17.65%	7.28%	5.00%	10.65%	1.36%	2.27%	1.91%	3.37%	0.45%	0.64%	1.36%
Visitor to employee	69	37	13	3	1	3	0	6	1	3	1	0	1
Visitor for Program Info	70	10	49	0	1	2	1	0	2	3	0	2	0
Visitor Delivery	226	12	81	63	7	11	3	25	10	5	2	6	1
Visitor Meeting/Training	33	7	6	3	0	3	0	3	6	2	0	3	0
	398	66	149	69	9	19	4	34	19	13	3	11	2
		16.58%	37.44%	17.34%	2.26%	4.77%	1.01%	8.54%	4.77%	3.27%	0.75%	2.76%	0.50%
Rank Order - Top 4													
Answered (92%)		2	3							4		1	
Transferred (84%)		1	2	4		3							
Visitors (80%)		3	1	2				4					

Average per day	All	RA	MS	MP	Home	TC	CM	Purch	HR	Exec	ITC	PI	Fin
Answered w/General Info	4.50	0.75	0.50	0.08	0.00	0.08	0.00	0.00	0.00	0.33	0.08	2.67	0.00
Answered w/Program Info	1.33	0.42	0.25	0.17	0.00	0.00	0.00	0.00	0.08	0.17	0.00	0.25	0.00
Answered w/Telephone #	9.67	1.17	0.17	0.17	0.08	0.25	0.00	0.00	0.00	0.00	0.08	7.67	0.08
	15.50	2.33	0.92	0.42	0.08	0.33	0.00	0.00	0.08	0.50	0.17	10.58	0.08
Transfer to employee	55.25	26.83	7.33	2.00	3.67	7.75	1.25	2.08	0.50	2.67	0.33	0.00	0.83
Transfer for Program Info	35.58	16.67	8.83	4.67	0.92	2.00	0.00	0.00	1.25	0.42	0.08	0.33	0.42
Transfer Unknown	0.75	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00
	91.58	44.00	16.17	6.67	4.58	9.75	1.25	2.08	1.75	3.08	0.42	0.58	1.25
Visitor to employee	5.75	3.08	1.08	0.25	0.08	0.25	0.00	0.50	0.08	0.25	0.08	0.00	0.08
Visitor for Program Info	5.83	0.83	4.08	0.00	0.08	0.17	0.08	0.00	0.17	0.25	0.00	0.17	0.00
Visitor Delivery	18.83	1.00	6.75	5.25	0.58	0.92	0.25	2.08	0.83	0.42	0.17	0.50	0.08
Visitor Meeting/Training	2.75	0.58	0.50	0.25	0.00	0.25	0.00	0.25	0.50	0.17	0.00	0.25	0.00
	33.17	5.50	12.42	5.75	0.75	1.58	0.33	2.83	1.58	1.08	0.25	0.92	0.17

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STATE GOVT—	
Office	737-4664
INSTITUTIONS STATE	
	734-2001
Banking	734-2001
Division	734-2020
	896-9800
	896-9850
Registration	896-4498
MISSION—	
	896-8800
	896-8800
	896-8910
Management	896-8817
Control	896-8815
ment	896-8860
Forest	896-8890
	896-8836
ation Services	896-8831
Shop	896-8867
Office Powell Rd	935-6499
Director's Office	
	935-7420
Science	772-0768
BOARD OF—	
Director Of	896-4497
OFFICE OF—	
	737-3880
Property	737-0790
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Planning	734-6754
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2001	734-1616
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Management Office	737-0600
Warehouse	734-7919
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2001	896-6880
Of Registration	896-4498
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Division Of	253-6272
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Community Division	734-0662
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Administration	
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	734-0561
Disabilities	734-0465
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Health	734-0464
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GOVERNOR'S OFFICE—	
Office Of Executive Policy And	
Programs—	
SC Guardian Ad Litem Division	
Of—	
1205 Pendleton St 29201	734-1695
Action Line	
Toll Free-Dial '1' & Then	800 277-0113
Veterans Affairs Division Of—	
Brown Bldg	734-0200
1801 Assembly St	253-4255
VA Medical Center Cola	776-4000
VA Medical Center Augusta	
	706 823-2256
VA Medical Center Charleston	
	577-5011
Victim Assistance Division Of—	
1205 Pendleton St	734-1900
Victim Assistance	
Toll Free-Dial '1' & Then	800 220-5370
Volunteer Services	734-0398
Women Commission On	
1205 Pendleton St 29201	734-1665
Gray Wil Lou Opportunity School	
W Campus Rd W Cola	896-6480
HEALTH AND ENVIRONMENTAL	
CONTROL DEPARTMENT OF—	
2600 Bull St—	
Frequently Called Numbers—	
DHEC Information	734-5000
DHEC-Spills-Oil And	
Hazardous Materials	253-6488
Vital Records And Public	
Health Statistics	734-4830
Statistics & Research	734-4860
Laboratory Reports	935-7000
Office Of The Commissioner—	
Commissioner	734-4880
Assistant Commissioner	734-4880
Assistant To The	
Commissioner	734-4880
Affirmative Action/EOE	
Program	734-8941
Freedom Of Information	734-5376
Information Security &	
Protection	734-4875
IT Training	734-4996
Communications Resources	734-4577
Voice Systems	734-5495
Information Network &	
Software Development	734-4807
Wan & Lan Management	734-5105
Internal Audits	935-7560
Legal Office	734-4910
Media Relations	734-5074
Medical & Dental Scholarship	
	734-4880
Minority Health	734-4972
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Personnel	734-4720
Office Of Planning	734-5038
Public Health Statistics And	
Information Systems	734-4830
Or	734-4600
Director	734-4810
Quality Management	935-6590
Budgets	734-4950
Business Management	734-4760
Finance	734-5100
Environmental Quality	
Control—	
Deputy Commissioner	734-5360
SPILLS Oil & Hazardous	
Material-Emergency 24	
Hours	253-6488
Administration	734-5360
Air Quality Control	734-4750
District Services	734-5383
EQC Laboratories	935-7031
Air Quality Analysis	935-7020
Analytical Services	935-7019
Labs Certification &	
Quality Control	935-7025
Santee Cooper WQ Study	935-7025
Electronic Products	734-4629
Environmental Monitoring	
Division	734-4631
Radioactive Waste	
Management	896-4244
Health Hazard Evaluation	737-4170
Waste Minimization	734-5191
Bureau Of Water	734-5300
Central Midlands District	
EQC Office State Park	935-7015
Land And Waste	
Management	896-4000
Office Of Coastal Resource	
Management	734-2770
Health—	
Deputy Commissioner	737-3900
Assistant To The Deputy	
Commissioner	737-7870
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HEALTH AND ENVIRONMENTAL	
CONTROL DEPARTMENT OF—	
2600 Bull St—	
Health—	
Deputy Commissioner—	
Drug Control	935-7815
Underground Storage Tank	
Program	734-5331
Dental Health	737-4061
Nursing	737-3900
Nutrition	737-3900
Primary Care	737-3995
Athletic Trainers Advisory	
Committee	737-4120
Social Work	737-3900
Health Education	737-3900
Home Health & Long Term	
Care	737-3960
Preventive Health Services	737-4040
Communicable Disease	
Control Activities	737-4165
Immunization &	
Prevention	737-4160
Occupational Health	
Nursing	737-4040
Tuberculosis Control	737-4150
Sexually Transmitted	
Disease Control	737-4110
HIV/Aids Prevention	737-4110
AIDS Hotline	
Toll Free-Dial '1' & Then	800 322-2437
Center For Health	
Promotion	737-4120
Environmental Health—	
Director	935-7945
Regulation And	
Enforcement	935-7945
Program Planning &	
Management	935-7952
Dairy Foods & Soft Drink	
Protection	935-7890
Food Protection	935-7958
On-Site Wastewater Mgt	935-7835
Training & Consumer	
Services	935-7894
Vector Control	935-7894
Maternal & Child Health—	
Director	737-4190
Children's Rehabilitative	
Services	737-4050
Women's & Children's	
Services	737-4000
Laboratory—	
Information And Reports	935-7000
After Hours Weekends	
Holidays Emergencies	935-7000
Diagnostic Microbiology	935-7002
Analytical Chemistry	935-7048
Clinical Laboratories	935-7061
Clinical Pathology	935-7041
Scientific Services	935-7005
District Offices—	
Palmetto Health District	929-6530
Lexington County Health	
Dept	791-3580
Richland County Health	
Dept	929-6530
Health Regulation—	
Assistant Deputy	
Commissioner	737-7200
Health Facilities And Services	
Dev Bureau Of	737-7200
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Certification Bureau Of	737-7205
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Health Facilities	
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Services Division Of	737-7204
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Jefferson Square 1801 Main	
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Office Of Executive Director	253-6100
Office On Aging	253-6177
Office Of General Counsel	253-4004
Office Of Internal Audits	253-6108
Office Of Programs	253-6100
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Bureau Of Community	
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Bureau Of Program Analysis &	
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Street—	
Office Of Executive Director—	
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Systems	253-7604
Office Of Operations	253-6100
Bureau Of Personnel	253-6112
Bureau Of Public Information	253-6100
Bureau Of Administrative	
Services	253-6224
Bureau Of Interagency	
Coordination	253-6177
Office Of Fiscal Management	253-6100
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Management And	
Legislative Affairs	253-6115
Bureau Of Fiscal Affairs	253-6478
Bureau Of Reimbursement	
Methodology And Policy	253-6195
Program Assessment	253-6161
TDD Telephone	929-2549
Higher Education Commission	
1333 Main St 29201	737-2260
HOUSE OF REPRESENTATIVES—	
Calls For Members During	
Legislative Session	
Lobby State House	734-2402
Speaker Of The House Blatt Bldg	734-3125
Speaker Of The House State House	734-2057
Executive Director Of Research	
Blatt Bldg	734-3230
Sergeant-At-Arms	734-2040
Pro Tem Blatt Bldg	734-2701
Clerk Of The House State House	734-2010
Chief Receptionist Blatt Bldg	734-3143
Blatt Security	734-2916
Committees—	
Agriculture & Natural	
Resources Blatt Bldg	734-3022
Education & Public Works	
Blatt Bldg	734-3053
Ethics Blatt Bldg	734-3114
Interstate Cooperation Blatt Bldg	734-3108
Invitations Blatt Bldg	734-3107
Judiciary Blatt Bldg	734-3120
Labor Commerce & Industry	
Blatt Bldg	734-3015
Medical Military Public And	
Municipal Affairs Blatt Bldg	734-3046
Operations & Management	
Blatt Bldg	734-3141
Rules Blatt Bldg	734-3113
Ways & Means Blatt Bldg	734-3144
Joint Study Committees—	
Joint Bond Review Committee	
Blatt Bldg	734-3098
Word Processing Blatt Bldg	734-2938
HOUSING FINANCE AND	
DEVELOPMENT AUTHORITY—	
919 Bluff Road—	
Information	734-2000
Loan Purchase	734-2069
Rental Assistance	734-2341
Housing Development	734-2165
Housing Initiatives	734-2207
Human Resources	734-2002
Procurement	734-2019
General Counsel	734-2368
Public Information	734-2364
Property Administration	734-2132
Finance	734-2094
Executive Office	734-2277
Information Technology Center	
	734-2411
HUMAN AFFAIRS COMMISSION—	
2611 Forest Dr—	
Administration	737-7800
Compliance Programs	737-7828
Consultative Services	737-7821
Intake & Referral	737-7858
Legal	737-7857
HUMAN RESOURCES OFFICE OF—	
1201 Main St—	
Executive Office	737-0900
State Career Center	
2221 Devine St 29205	734-9080
Employee Information	
Directory Assistance	734-1000
Center For Education Quality	
And Assessment	737-0930
Compensation	737-0940
Employee Service Awards	737-0989
Employee Relations	737-0970
Indigent Defense Commission On	734-1343
INFORMATION RESOURCES	
OFFICE OF—	
1201 Main St—	
Director	737-0077
Support Services	737-0077
Network Management	737-0077
Continued On Next Page	

SPEECH-LANGUAGE PATHOLOGY AND AUDIOLOGY, BOARD OF

110 Centerview Drive
Columbia, SC 29210

Information.....896-4650
(See Labor, Licensing and Regulation, Dept. of)

STATE ACCIDENT FUND

800 Dutch Square Blvd., Suite 160
PO Box 102100
Columbia, SC 29221-5000

EXECUTIVE MANAGEMENT TEAM, TEAM LEADERS

Director, Pete (Irvin D.) Parker.....737-8138
Administration, Gwen Adkins.....737-8133
Operations, Ross Gamble.....737-8010

FUNCTIONAL TEAMS, TEAM LEADERS

Accounting and Budget, Janice Harmon.....737-8135
Claims Services, Janis Howard.....737-8171
Information Systems, David Foshee.....737-8104
Legal Services, Rosemary McGregor.....737-8155
Personnel and General Services, Dick Walker.....737-8136
Policy Holder Services, Shawn Holman.....737-8115
Safety and Loss Control, Ray Coleman.....737-8113
Premiums, Audits, Classifications, Al Menia.....737-8111
Training and Publications, Gerald Murphy.....737-7547

GENERAL NUMBERS

Information.....737-8100
Toll Free Action Line.....1-800-521-6576
Claims Department Fax.....731-1428
Legal Department Fax.....731-1421
Executive, Administrative, Training & MIS Fax.....737-8058
Accounting & Member Services Fax.....737-8057

STATE GRAND JURY

Office of the Clerk
PO Box 11508
Columbia, SC 29211

Clerk, Lisa C. Dunbar.....734-0497
Fax.....734-0513

STATE HOUSING FINANCE AND DEVELOPMENT AUTHORITY

919 Bluff Road
Columbia, SC 29201

Information.....734-2000

EXECUTIVE

Executive Director, David Leopard.....734-2277
Chief Financial Officer, Donna Kaminer Williams.....734-2125
Controller, Rosalia M. Moore.....734-2095
Director of Planning and Research, Marva Evans.....734-2359
Legal Department, Lewis M. Levy.....734-2368
Director of Public Information, Alice J. Brooks.....734-2367
Director of Human Resources, Barbara Anderson.....734-2008
Director of Procurement, Foster H. Yarborough.....734-2016
Director of Information Technology, Cliff Spears.....734-2411
Director of Homeownership, Brice R. Donaldson.....734-2127
Director of Development, W. Turner Styons.....734-2181
Director of Housing Development, Robert Thomas.....734-2150
Director of Housing Initiatives, Valarie A. Williams.....734-2250
Director of Rental Assistance and Compliance, Edwin R. Knight.....734-2331
Director of Communications Device for the Deaf, TOD.....734-2369

STATE TREASURER

Wade Hampton Office Building
Drawer 11778
Columbia, SC 29211

Information.....734-2101

STATE TREASURER

118 Wade Hampton Office Building
State Treasurer Richard Eckstrom.....734-2688

EXECUTIVE DIVISION

120 Wade Hampton Office Building
Chief of Staff, James M. Holly.....734-2102
Deputy State Treasurer for Financial Programs, John M. Pownall.....734-2635
Comptroller, Michael Brunson.....734-2648
Internal Audit, Paige H. Parsons.....734-2113

ADMINISTRATIVE SERVICES

203 Wade Hampton Office Building
Director, Clarissa T. Adams.....734-2665
Human Resources.....734-2111

BANKING AND TREASURY SERVICES

212 Wade Hampton Office Building
Sr. Asst. State Treasurer, Melvin S. Commins.....734-2680
Banking, Sr. Asst. State Treasurer, J. Ralph Rabon.....734-2674
Accounting and Reconciliation, Paul Jarvis.....734-2654
Fines and Deposits, Harry Traylor.....734-2106
Check Distribution/Checks Outstanding.....734-2686
Identification of Accounts Payable Checks.....734-2686

DATA PROCESSING

218 Wade Hampton Office Building
Sr. Asst. State Treasurer, Willie Pratt.....734-2640
Adabas and Administration, William T. Deaton.....734-2676
Programming, Marietta C. Graham.....734-2685
Information Center, Bobby Boyd.....734-2699

INVESTMENTS AND DEBT MANAGEMENT

122 Wade Hampton Office Building
Sr. Asst. State Treasurer, Chuck Sanders.....734-2114
Debt Management, Charles E. Shaw.....734-2646
Investments, Shakun Tahiliani.....734-2641
Vault Custodian.....734-2689

PUBLIC FINANCE

116 Wade Hampton Office Building
Director, Linda Champion.....734-2683
Public Information.....734-2101
Mini-Bonds.....1-800-279-4317
or.....734-2683

SAVE FOR AMERICA

116 Wade Hampton Office Building
Program Coordinator.....734-2668

UNCLAIMED PROPERTY

216 Wade Hampton Office Building
Director, Barbara Rice.....737-4771

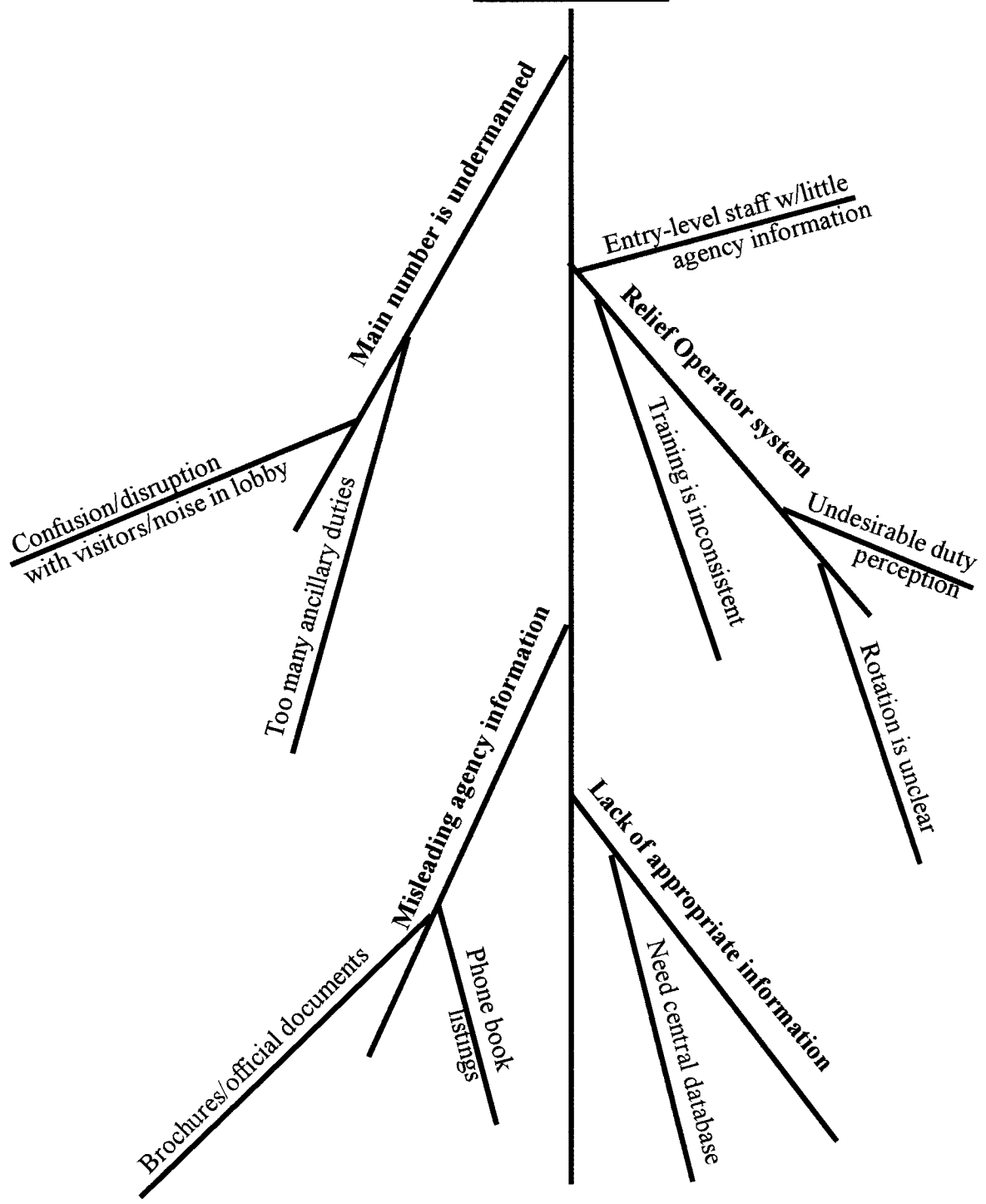
STATE UNIVERSITY, SC

300 College Street NE Orangeburg, SC 29117

ADMINISTRATION - GENERAL AND FACILITIES MANAGEMENT

President, Dr. Leroy Davis.....536-7013
Assoc. VP for Research & Graduate Programs, Dr. Roy Isabel.....536-7048
Vice President for P. E. Inst. Advancement, Anthony Thompson.....536-8742
Special Assistant State Relations, Benjamin Kraft.....536-8742
Vice Provost for Academic Affairs, Dr. James Arrington.....536-7062
Director of Special Academic Programs/Title III, Gloria D. Pyles.....536-8286
Executive Director, 1890 Research & Ext., Dr. Oscar Bulter.....536-8229
Vice President for Finance and Management, Ronald Garrick.....536-8998
Assistant Vice President for Business and Finance, Leon Sanders.....536-8550
Comptroller, Norward Greene.....536-7011
Accounts Receivable Supervisor.....536-8604
Director of Accounting, Inez Raysor.....536-8527
Payroll Supervisor, Harold K. Hailey.....536-7170
Bookstore Manager, Derrick Green.....536-8195
Director of Admissions and Recruitment, Dorothy Brown.....536-7185
Director of Personnel, Anna Haigler.....536-8413
Director of Physical Plant, Malone Zimmerman.....536-7017
Director of Information Resource Management, Dr. James Myers.....536-8370
Printing Service Supervisor, Jeanette Bailey.....536-7108
Director, SCSU Campus Police, Paul White.....536-7069
Postmaster, N. L. Brailey, Jr.....536-7058
Dean of Library and Infor. & Services, Mary Smalls.....536-7045
Athletic Director, Dr. Timothy Autry.....536-7242
Head Football Coach, Willie Jeffries.....536-7242
Head Basketball Coach, Cy Alexander.....536-8586
Sports Information Director, William P. Hamilton.....536-8759
Director, Information Services, Cheryl Bates-Lee.....536-7061
College Attorney, Belinda Davis-Branch.....536-8373
Ticket Sales Manager, Arthur Smith.....536-8579
Telecommunication Manager, Russell M. Zimmerman.....536-8738

**Telephone
Calls
Transferred
More Than
Once**



Automated Information Database

The automated information database would be PC based on the Authority's "Intranet". Information retrieval would be Keyboard/Mouse based. The program would be updated in "real time" or at least several times daily. The operator would select from multiple sort/selection methods. The information would be updated at the Divisional level, with each Division responsible for the accuracy and timeliness of the data.

Initially the operator would choose between:

Employees	phone #, travel/leave status, link to program information
Programs	description, basic eligibility, location, link to employee information
Towns/Counties	location, other housing service providers, link to program information
Needs	other government agencies or service providers, link to program information and location (Towns/Counties) information

The database would allow an operator to:

Provide	basic program information – by phone, fax, mail and e-mail
Transfer	calls to the correct employee
Transfer	calls to absent employee's voice-mail
Take	messages for absent employees (send via e-mail)
Make	referrals to other housing service providers
Make	referrals to other government agencies

The database and PC must provide almost instantaneous access to the information requested. The Division Directors must be responsible for the information accuracy and timeliness.